

**TRAINING PROGRAM OF INSTRUCTION (TPI)
FOR
DINFOS-SPAOS
SENIOR PUBLIC AFFAIRS OFFICER SEMINAR**



Approved by:

/Signed/

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Approval Date: 11 Jul 05



**SENIOR PUBLIC AFFAIRS OFFICER SEMINAR
TRAINING PROGRAM OF INSTRUCTION**

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TRAINING PROGRAM OF INSTRUCTION

Preface

TRAINING PROGRAM OF INSTRUCTION FILE NUMBER (TPFN): DINFOS-SPAOS

TITLE: Senior Public Affairs Officer Seminar

TRAINING LOCATION: Defense Information School, Ft Meade, MD

SPECIALTY AWARDED: This is not a specialty-awarding course.

PURPOSE: The purpose of this course is to prepare seminar members to assert their roles as strategic communication leaders.

COURSE DESCRIPTION: The seminar provides a capstone experience for seasoned practitioners who will occupy senior Public Affairs billets at the highest levels of military service. Using a blend of top-flight outside speakers and classroom discussion, this course will better prepare senior PAOs to become effective strategic communications counselors to combatant commanders, e.g., CJCS, Unified Commands, Service Chiefs, etc

PREREQUISITES:

ARMY:	O5-O6	GS-13 & above, graduate of PAOQC.
NAVY:	O5-O6	GS-14 & above, graduate of PAOQC.
AIR FORCE:	O5-O6	GS-14 & above, graduate of PAOQC.
MARINES:	O5-O6	GS-13 & above, graduate of PAOQC.
COAST GUARD:	O5-O6	GS-13 & above, graduate of PAOQC.

CLASS SIZE:

MAXIMUM: 16

MINIMUM: 12

ANNUAL COURSE CAPACITY: 16

COURSE LENGTH: 5 Days

ACADEMIC HOURS: 37 Hours

ADMINISTRATIVE HOURS: 3 Hours

TOTAL COURSE HOURS: 40 Hours

INSTRUCTOR CONTACT HOURS: 40 Hours

TYPE/METHOD OF INSTRUCTION:

- | | |
|------------------------------|----------|
| 1. Conference Lecture (CL) | 14 Hours |
| 2. Guest Lecture (GL) | 23 Hours |
| 3. Administrative Hours (AD) | 3 Hours |

TRAINING START DATE: 11 July 2005

ENVIRONMENTAL IMPACT: None. DoD policy was followed to assess the environmental impact.

MANPOWER: The Interservice Training Review Organization (ITRO) formula was used to determine the number of instructors required.

EQUIPMENT AND FACILITIES: The Course Design Resource Estimate (CDRE) contains this information.

TRAINING DEVELOPMENT PROPONENT: Defense Information School, Directorate of Training, (DINFOS/DOT): Ms. Edie Brumskill, 301-677-4420.

FUNCTIONAL AREA 1

OPERATIONAL PUBLIC AFFAIRS

TPFN: DINFOS SPAOS-001-

UNITS:	001	Public Affairs Operations
	002	Joint Operations
	003	Media Analysis
	004	Strategic Communication
	005	Best Practices

OVERVIEW OF INSTRUCTION: Seminar participants, learn structure, doctrine and operations in a guided discussion with expert speakers from US Joint Forces Command, the State Department and industry. These guest lecturers will present an overview of the latest doctrine, responsibilities and operations for providing PA support in Joint operations; present arguments why strategic communications planning and counseling are necessary; and present real-world situations, challenges and solutions from recent operations. Upon completion of this Functional Area, students will have a better understanding of Public Affairs Operations, Joint Operations, Media Analysis, Strategic Communication, Best Practices and how they affect strategic communication leaders.

TOTAL HOURS: 37

INSTRUCTIONAL TYPE (HOURS):

14CL

23GL

FUNCTIONAL AREA 1

OPERATIONAL PUBLIC AFFAIRS

TPFN: DINFOS-SPAOS-001-001

UNIT TITLE: Public Affairs Operations

TPFN HOURS AND TYPE: 3 CL, 3.5 GL

TPFN TOTAL HOURS: 6.5

PREREQUISITE TPFN: None

- TASKS:**
- 001 Address resource challenges in a joint environment, e.g. people, money, equipment etc..
 - 002 Examine current and future relationships of Strategic Communication disciplines, including Public Diplomacy, Information Operations and PA
 - 003 Discuss senior PA's perspective on how to use PA to achieve operational impact.
 - 004 Examine the U.S. political environment as it relates to command goals and taskings.
 - 005 Discuss interaction of U.S. military PA, State Dept. PA and other overseas U.S. governmental agencies and NGOs, as well as foreign governments.
 - 006 Discuss priorities and demands of Combatant Command joint PA positions.
 - 007 Discuss senior Commanders perspective on PA's operational impact.

SUMMARY OF INSTRUCTION: Seminar participants, who are all experienced Public Affairs practitioners, learn structure, doctrine and operations in a guided discussion from each other. Each participant will come to the seminar with a wealth of experience acquired from having served in multiple Public Affairs positions, in different types of environments, for different commanders, and with unique Public Affairs challenges. Similarities and differences will become evident as each person describes his or her experiences providing a comprehensive picture of the Public Affairs landscape, including structure, doctrine, functions, and challenges. Participants will question and challenge one another, and the instructor will underscore similarities, differences and unique aspects in the practice of Public Affairs.

REFERENCES: Joint Pub - 3-61, Doctrine for Public Affairs in Joint Operations
The Nightingales Song By Robert Timberg

INSTRUCTOR/STUDENT RATIO: 1:16 (GL, CL)

SAFETY FACTORS: N/A

FUNCTIONAL AREA 1

OPERATIONAL PUBLIC AFFAIRS

TPFN: DINFOS-SPAOS-001-002-

UNIT TITLE: Joint Operations

TPFN HOURS AND TYPE: 8GL

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

- TASKS:**
- 001 Examine the U.S. political environment as it relates to command goals and taskings.
 - 002 Examine current and future relationships of Strategic Communication disciplines, including Public Diplomacy, Information Operations and PA.
 - 003 Discuss interaction of U.S. military PA, State Dept. PA and other overseas U.S. governmental agencies and NGOs, as well as foreign governments.

SUMMARY OF INSTRUCTION: An expert speaker from US Joint Forces Command will present an overview of the latest doctrine, responsibilities and operations for providing Public Affairs support in Joint operations. The speaker / instructor will address DoD principles of information, PA responsibilities, target audiences, commander and staff responsibilities, organization, planning, PA relationship to Information Operations, media access, and lessons learned. Guided discussion between and among the speaker and seminar participants on questions, issues, realities and solutions will be interwoven throughout the session.

REFERENCES: Joint Pub - 3-61, Doctrine for Public Affairs in Joint Operations
The Nightingales Song By Robert Timberg

INSTRUCTOR/STUDENT RATIO: 1:16 (GL, CL)

SAFETY FACTORS: N/A

FUNCTIONAL AREA 1

OPERATIONAL PUBLIC AFFAIRS

TPFN: DINFOS-SPAOS-001-003-

UNIT TITLE: Media Analysis

TPFN HOURS AND TYPE: 4CL, 4GL

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN:

- TASKS:**
- 001 Discuss media analysis and PA effectiveness measurement.
 - 002 Discuss interaction of U.S. military PA, State Dept. PA and other overseas U.S. governmental agencies and NGOs, as well as foreign governments.
 - 003 Analyze trends in communication technology and its impact on PA.
 - 004 Address resource challenges in a joint environment, e.g. people, money, equipment etc.

SUMMARY OF INSTRUCTION: A subject matter expert will lecture about what Media Analysis is, why it is important in providing commanders and PAOs with intelligence about how news is being played, its impact on the mission, and methodologies for performing analysis and evaluation. The speaker will present the concept of developing metrics to quantify and analyze quality of news, monitoring issues and tracking key messages for tonality, accuracy and reach. Since the military Public Affairs has been good about placing news on the front end but not so good about analyzing news on the back end, questions and discussion will be important dimensions of the learning process.

REFERENCES: Joint Pub - 3-61, Doctrine for Public Affairs in Joint Operations
The Nightingales Song By Robert Timberg

INSTRUCTOR/STUDENT RATIO: 1:16 (GL, CL)

SAFETY FACTORS: N/A

FUNCTIONAL AREA 1

OPERATIONAL PUBLIC AFFAIRS

TPFN: DINFOS-SPAOS-001-004-

UNIT TITLE: Strategic Communication

TPFN HOURS AND TYPE: 3.5GL, 3.5 CL

TPFN TOTAL HOURS: 7

PREREQUISITE TPFN: None

- TASKS:**
- 001 Analyze best practices and targets for improvement in the Public Affairs field based on joint PA priorities.
 - 002 Examine the U.S. political environment as it relates to command goals and taskings.
 - 003 Examine current and future relationships of Strategic Communication disciplines, including Public Diplomacy, Information Operations and PA
 - 004 Discuss interaction of U.S. military PA, State Dept. PA and other overseas U.S. governmental agencies and NGOs, as well as foreign governments

SUMMARY OF INSTRUCTION: Guest lecturers from the Services who were senior commanders, service chiefs of information, Joint Forces Command, the State Department and industry will present arguments why strategic communications planning and counseling are necessary and important for providing mission and message clarity and consistency in communicating intentions to diverse audiences in our global information environment. Of particular interest will be discussion about the relationship and role of Public Affairs with Information Operations. The importance of the subject matter will generate guided discussion about the need and methods for having a strategic communications plan and approach and special staff officers able and willing to provide effective counsel to maximize communications as a force multiplier for accomplishing the mission.

REFERENCES: Joint Pub - 3-61, Doctrine for Public Affairs in Joint Operations
The Nightingales Song By Robert Timberg

INSTRUCTOR/STUDENT RATIO: 1:16 (GL, CL)

SAFETY FACTORS: N/A

FUNCTIONAL AREA 1

OPERATIONAL PUBLIC AFFAIRS

TPFN: DINFOS-SPAOS-001-005-

UNIT TITLE: Best Practices

TPFN HOURS AND TYPE: 4GL, 3.5CL

TPFN TOTAL HOURS: 7.5

PREREQUISITE TPFN:

- TASKS:**
- 001 Examine current and future relationships of Strategic Communication disciplines, including Public Diplomacy, Information Operations and PA
 - 002 Analyze best practices and targets for improvement in the Public Affairs field based on joint PA priorities.
 - 003 Address resource challenges in a joint environment, e.g. people, money, equipment etc
 - 004 Discuss priorities and demands of Combatant Command joint PA positions
 - 005 Discuss senior PA's perspective on how to use PA to achieve operational impact

SUMMARY OF INSTRUCTION: Guest speakers and faculty, who are field-tested and experienced Public Affairs practitioners and commanders, will present real-world situations, challenges and solutions from recent operations. Blended with speaker teaching points will be lessons-learned by the seminar participants in guided discussion, resulting in a compilation of Public Affairs best practices in coalition, joint and service-unique environments, bridging communications theory and doctrine with what the practicalities of what works well, what doesn't, the challenges, rewards and risks associated with various Public Affairs activities.

REFERENCES: Joint Pub - 3-61, Doctrine for Public Affairs in Joint Operations
The Nightingales Song By Robert Timberg

INSTRUCTOR/STUDENT RATIO: 1:16 (GL, CL)

SAFETY FACTORS: N/A

FUNCTIONAL AREA 2

COURSE ADMINISTRATION

TPFN: DINFOS-SPAOS-002-002-

UNIT TITLE: Course Administration Activities

TPFN HOURS AND TYPE: 3L

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN:

TASKS:

001	Complete in-processing.
002	Complete end-of-course critique
003	Complete out-processing

SUMMARY OF INSTRUCTION: Self-explanatory.

REFERENCES: DINFOS Policy and Procedure Manual

INSTRUCTOR/STUDENT RATIO: 1:16

SAFETY FACTORS: N/A